

Santa Clara County Social Services Agency

CalWORKs County Plan Addendum

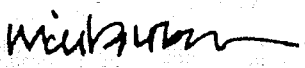
Submitted to California Department of Social Services

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I hereby certify that the County Board of Supervisors was briefed regarding the contents of this Plan Addendum prior to submittal.


County Welfare Director's Signature

Will Lightbourne
Printed Name

12/06/06
Briefing Date

This plan addendum is submitted pursuant to Welfare and Institutions Code Section 10534.

I. County Goals

A. General description of how the county will meet the goals of W&I Code 10540

Santa Clara County uses a number of different strategies to reduce child poverty, decrease the dependence of needy parents on government benefits, and meet the requirements of federal law while minimizing outcomes that adversely affect those intended to be helped by the *Welfare & Institutions Code*.

Since its inception, Santa Clara County's CalWORKs program has worked to enable clients to obtain as well as retain jobs, and to enter employment in areas that have a potential for career advancement and increased earning capacity. Four Employment Connection Centers are located throughout the county to offer job-seeking clients resources, guidance, and support. The County encourages clients to access continuing education services while employed, to improve their prospects for establishing a career and achieving self-sufficiency. To do so, the County has developed an extensive network of education and vocational training partners, including seven community colleges, eight adult education districts, six refugee employment services providers, and a variety of non-profit community organizations.

The County provides supportive services including childcare, transportation, and ancillary funds (for books, tools, uniforms, etc.) for all CalWORKs recipients who actively participate in the welfare-to-work program. Moreover, the County contracts with programs that provide tattoo removal, expungement services, clothing suitable for a professional employment setting, special curriculum for learning-disabled participants, innovative transportation solutions for clients and their school-age children, and counseling services for substance abuse, domestic violence, and mental health issues, to ensure that clients have the means to address such barriers to employment, self-sufficiency, and family well-being.

The County is committed to serving the exceptionally diverse CalWORKs recipient population (clients speak 23 different languages), regularly offering services in Vietnamese, Spanish, and other languages as needed. Recognizing that many CalWORKs cases involve complicated issues, the County has developed internal and external strategies to assist clients in overcoming these barriers. CalWORKs single allocation funds are used to provide Social Workers who are stationed at CalWORKs offices, ready to offer counseling and other ongoing services. To address cases that overlap with child welfare, the CalWORKs program has staff co-located at the Department of Family and Children's Services (DFCS) to improve interagency communication in mutual client cases and create a unified case plan. In addition, the County contracts with service providers to provide services on-site at CalWORKs intake offices, including a local domestic violence agency supplies a liaison that connects CalWORKs clients and agency staff to shelter and legal services as well as other resources related to domestic abuse issues. Another contractual partnership enables CalWORKs offices to offer clients an in-depth two-week learning disability evaluation, which results in an appropriate service plan, and self-advocacy training. Clients with childcare needs work with staff from a childcare referral agency stationed at each CalWORKs district office to identify providers and other available resources.

To help families avert the necessity of seeking government assistance, the County actively supports a number of collaboratives, comprised of community-based organizations, which provide emergency assistance to low-income families in crisis. The Emergency Assistance Network (EAN), made up of nine non-profit agencies, aids families with rent, utilities, and medical payments, groceries, clothing, and household items. The CalWORKS Employment Support Initiative (ESI) division's Safety Net Committee (which includes EAN members) has been instrumental in carrying out national hunger studies and identifying emerging trends in local needs through gap analyses. Safety Net's lead agency, Second Harvest Food Bank, distributes millions of pounds of food each year in Santa Clara County and co-administers a Summer Feeding program for sites that cannot participate in the federal program. These collaboratives meet on a monthly basis to share best practices and to promote new and existing resources.

All of the services and programs referenced above contribute toward the ultimate goals of reducing child poverty and promoting economic self-sufficiency for families. By leveraging existing resources and developing additional community partnerships, Santa Clara County will continue to uphold the interests of children and promote healthy families.

II. Participation Improvement

Santa Clara County Social Services Agency's CalWORKs program began strategic improvement work in Fall 2005, holding discussions with the community at large through the CalWORKs Advisory Committee. (*For a list of advisory members and meeting agendas, see Addendum attachment.*) Following the release of the Deficit Reduction Act (DRA), workgroups were established to improve internal efficiencies and services to clients. The CalWORKs program anticipates ongoing recommendations from these workgroups, sharing them with the Advisory Committee, and implementing them over the next three years.

Santa Clara County has traditionally maintained a strong Work Participation Rate (WPR). However, as a result of the Deficit Reduction Act's new WPR formula calculation, the County anticipates a downward adjustment to its current WPR. To achieve quantitative and qualitative success, the County has opted to focus on process improvements to its CalWORKs program. In quantitative terms, the County anticipates a 2–5% increase to its recalculated WPR over three years. (The County will determine the WPR baseline based on the first quarter average (October 2006–January 2007) and endeavor to make process improvements following that period.) The success of the interrelational strategies described in this section will be measured based on data contained in the County's WTW25, WTW30, and newly revised comprehensive CalWORKs program report. Implementation of strategies will be contingent on CalWORKs program funding levels remaining at a minimum the same.

WPR improvement and meeting Pay for Performance goals will be the cumulative result of the County's efforts to accomplish the following changes: decrease the wait time between enrollment in activities, reduce the number of clients in non-compliance,

reduce the number of clients sanctioned, improve the entered employment rate, and sustain wages. Qualitative success in these areas will be evaluated based on customer satisfaction surveys that will be administered at different stages in the CalWORKs participant flow (e.g. orientation, job club, case management, and at entered employment).

In addition, the County will continue to monitor contracts with CalWORKs service providers through a formal monitoring process and take any steps necessary to ensure that these partnerships produce measurable results. The County expects to develop and pilot new, innovative programs that will contribute to an increased WPR and exemplary service to its clients.

The performance history to date of Santa Clara County's CalWORKs program is aptly summarized by the program's motto, "Making a Difference Through People, Service, and Performance." By focusing on program improvements in each of these three areas, the County re-affirms its commitment to prompt delivery of first-rate services that positively impact the lives of families in need of temporary assistance.

Note on Format

The CalWORKs program staff finds it more useful to present the improvement outcomes proposed as a grid, rather than utilize the Addendum format suggested by the State. The chart below summarizes the County's CalWORKs Plan Addendum goals while details on the County's current, expanded, and new policies and practices to improve its WPR are given on the pages that follow.

Success Indicators Over Three Years

Quantitative Measures	Qualitative Measures	% Improvement
Decrease wait time between enrollment in activities	Customer satisfaction surveys administered at orientation, job club, case management, and entered employment	2–5% WPR*
Reduce the number of clients in non-compliance		
Reduce the number of clients sanctioned		
Improve the entered employment rate		
Improve the entered employment wage		

* WPR baseline as determined by the state, based on the new formula stipulated by the Deficit Reduction Act (2005).

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II. Participation Improvement

<i>Area</i>	<i>Description of Efforts</i>
B. Up-front Engagement Activities	<p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Offer evening and weekend CalWORKs orientations to accommodate clients' schedules. ▪ Contact no-show participants by phone and letter to avoid the noncompliance process. ▪ Conduct customer satisfaction surveys following Job Club to obtain qualitative feedback on service provision. <p><u>Revised Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Revise CalWORKs orientation form letter for clarity and simplicity. ▪ Revise CalWORKs orientation slideshow to clarify new DRA requirements, when California implements DRA (criteria for core/non-core activities). ▪ Revise the outreach strategy used at CalWORKs orientations by the Community Health Alliance Team (CHAT), an interagency partnership among the Department of Alcohol & Drug Services, Mental Health Department, and Social Services Agency, to facilitate confidential client requests for services. ▪ Improve processes to eliminate delay in reporting client address changes to facilitate locating clients for services and participation. <p><u>New Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Implement nutritional snack program at CalWORKs orientation to alleviate food insecurity of clients and enable them to focus on presentation content. ▪ Plan to cross train benefit staff on employment services program requirements and needs. ▪ Conduct drawings for gift certificate giveaway at each orientation session. Winning clients receive certificate on completion of full appraisal and initiation of welfare-to-work plan. ▪ Incorporate Social Worker presentations at CalWORKs orientations and job clubs to encourage clients to reach out for help in removing barriers to employment. ▪ Reward clients that complete Job Club and meet performance criteria with gift certificates. ▪ Explore expanding staffing to increase interaction with eligible applicants and distribute information regarding CalWORKs Employment Services (CWES) program. ▪ Through a new Benefits/Employment WPR Steering Committee, collaborate to develop innovative early engagement strategies. ▪ Pilot a customized individual and/or group CalWORKs orientation session for recidivist clients to eliminate redundancy. ▪ Administer customer satisfaction surveys at CalWORKs orientations to obtain qualitative feedback on service provision. ▪ Pilot automated reminder call system for clients regarding upcoming appointments to improve show rates. <p>It is anticipated that the above mentioned strategies will have a positive impact on 3-5% of our CalWORKs_families.</p>

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<i>Area</i>	<i>Description of Efforts</i>
C. Achieving Full Engagement among individuals who are partially participating, not participating, or between activities	<p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Promote concurrent enrollment in activities to assist clients in achieving full engagement. ▪ Station Social Workers on-site at CalWORKs offices to provide clients immediate mental health, counseling, and referral services. ▪ Co-locate Employment Technicians at Department of Family & Children's Services office to align CWES and child welfare goals to ensure a unified case plan for mutual clients. ▪ Provide 24-hour phone counseling to assist clients in resolving issues related to employment and referral services. (JobKeeper 24-Hour Hotline) ▪ Assure client engagement between activities and satisfaction of work participation requirements through enrollment in BRIDGE program, an 8-week activity operated by adult education provider, which offers job skills training directly related to employment coupled with work experience. (<i>See also Revised Policy/Strategy.</i>) ▪ Offer two-week learning disabilities evaluation program at CalWORKs campus, operated by a local community college. Curriculum integrates testing, evaluation, self-advocacy instruction, service referrals, and development of an appropriate welfare-to-work plan. (Keys to Success) ▪ Provide substance abuse and mental health counseling through an interagency partnership among the Department of Alcohol & Drug Services, Mental Health Department, and Social Services Agency. Services are offered at County CalWORKs sites, adult education centers, community colleges, and non-profit agency locations. (Community Health Alliance Team (CHAT)) ▪ Refer clients with serious transportation barriers to the Guaranteed Ride Program to enable clients to report to employment and/or activities on time. ▪ Refer clients with serious transportation barriers to the Give Kids a Lift! program, which provides transportation for school-age children of CalWORKs clients, to enable them to participate without interruption in daily welfare-to-work activities. <p><u>Revised Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Continue the policy to approve exemptions for clients with children between 6 months and 1 year on a case-by-case basis in order to increase participation rates for this population. ▪ Continue the policy for pregnant clients to utilize the CalWORKs Health Evaluation and Referral Program (second health opinion) in granting exemptions in order to give this population the opportunity to participate in welfare-to-work activities. ▪ Institute refresher training for staff that administer the learning disability screening at CalWORKs orientation sessions to enable better identification and referral of clients affected by learning disability-related issues. ▪ Insert simply worded tri-lingual flyers (English, Spanish, Vietnamese) into CalWORKs Orientation folders to alert clients to the consequences of non-compliance and sanctions. <p><u>Revised Policy/Strategy (<i>cont'd</i>)</u></p>

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<i>Area</i>	<i>Description of Efforts</i>
<p>C. Achieving Full Engagement among individuals who are partially participating, not participating, or between activities. (<i>cont'd</i>)</p>	<ul style="list-style-type: none"> ▪ Review and improve internal processes to reduce wait time between enrollment in program activities (Job Club, Assessment, Work Experience/Community Service, etc.). ▪ Increase the number of open-entry/open-exit Work Experience/Community Service worksites to ensure slot availability. ▪ Expand the number of Work Experience/Community Service worksites for Limited English Proficiency (LEP) and non-English speaking clients to increase participation in Work Experience activities. ▪ Standardize business processes for internal and external Work Experience/Community Service program (CalWORKs and contractors) to ensure consistency and employer satisfaction. ▪ Develop business processes to coordinate and expedite client placements at internal and external Work Experience/Community Service sites to increase participation rates. ▪ Redesign Employment Connection Center business model to emphasize more individual client service. ▪ Maximize effectiveness of worker appointments to expedite enrollment into the next activity (ie. fewer hand offs). ▪ Revise current business practices for job development and placement to improve placement performance and average wage. ▪ Reconfigure business communication model between employers and Employment Connection Center staff to improve placement performance and level of mutual satisfaction. ▪ Revise all resource materials for clients and for employers used by the Employment Connection Centers, to reflect the new DRA requirements. ▪ Evaluate and modify retention policies and practices in the Employment Connection Centers to ensure full engagement. ▪ Revise BRIDGE program curriculum to reflect new work requirements for core/non-core activities. <p><u>New Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Offer clients with serious transportation difficulties referrals to the newly re-established auto loan and car repair programs, to assist them in securing reliable transportation. ▪ Include Work Experience and part-time employment activities in CalWORKs programs provided by adult education providers and community colleges to reflect the criteria for core activities. ▪ Develop processes to ensure timely review of expired exemptions by Benefits and Employment Services staff. ▪ Develop processes to ensure timely referral to welfare-to-work activities for “exempt” clients who are determined to be <i>non-exempt</i> at the time of exemption review. ▪ Conduct customer satisfaction surveys at various points during engagement and at employment to obtain qualitative feedback on service provision. ▪ Develop additional strategies to work with difficult clients to improve job club retention. <p><u>New Policy/Strategy (<i>cont'd</i>)</u></p> <ul style="list-style-type: none"> ▪ Improve and expand services for Spanish- and Vietnamese-speaking clients and identify additional community

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<i>Area</i>	<i>Description of Efforts</i>
C. Achieving Full Engagement among individuals who are partially participating, not participating, or between activities <i>(cont'd)</i>	<p>resources for other LEP clients.</p> <ul style="list-style-type: none"> ▪ Review current data collection system and refine tracking, monitoring, and reporting of all Employment Connection services. ▪ Develop and distribute checklist of available support services/resources in reception areas and at interview stations to increase client awareness and encourage utilization of services needed. ▪ Enhance specialized job development for LEP clients to improve placement rates for this population. <p>It is anticipated that the above mentioned strategies will have a positive impact on 3-5% of our CalWORKs families.</p>
D. Preventing Sanctions	<p><i>All of the policies and strategies listed above in Sections B and C are intended to reduce the number of sanctions. In addition, the County has developed and intends to implement the following measures:</i></p> <p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Contact no-show participants by phone and letter to notify them of missed appointments. ▪ Schedule case conference to review client's participation issues and offer comprehensive services including Social Worker, mental health, domestic violence, transportation, and childcare, to address potential barriers to full participation. <p><u>Revised Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Enhance monitoring of service providers to ensure that program curricula meet the needs of clients. ▪ Review and revise curriculum of internal activities such as Job Club to increase job placement and client satisfaction. <p><u>New Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Work to incorporate Employment Services staff in client's annual case review and benefits re-determination interview to discuss potential barriers to full participation. <p>It is anticipated that the above mentioned strategies will have a positive impact on 3-5% of our CalWORKs families.</p>
E. Re-engaging Noncompliant/ Sanctioned Clients	<p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Notify noncompliant/sanctioned clients regarding the new State policy on second and third sanctions and inform them on how to re-engage in activities.
E. Re-engaging	<p><u>Revised Policy/Strategy</u></p>

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<i>Area</i>	<i>Description of Efforts</i>
Noncompliant/ Sanctioned Clients <i>(cont'd)</i>	<ul style="list-style-type: none"> ▪ Issue letters to clients at the time their sanction begins, inviting them to resume participation. ▪ Create and distribute client-friendly flyer to all sanctioned clients within the first 30 days inviting them to resume participation. <p><u>New Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Issue letters twice a year to all sanctioned clients inviting them to resume participation. ▪ Pilot home visits to sanctioned clients by Social Worker and Community Health Alliance Team (CHAT) staff to clarify program services and ascertain client's needs, with the goal of re-engagement. ▪ Develop customized orientation that addresses motivation, change, crisis intervention, and in-depth services available for clients who have been sanctioned three times and are interested in re-engaging. ▪ Implement new procedure to refer sanctioned clients that contact Benefits staff to learn why their CalWORKs grant has been reduced, to Employment Services as appropriate. ▪ Explore the development of a process to expedite the re-engagement of clients who fail to return quarterly income reports in a timely manner. ▪ Explore the development of a process to expedite the re-engagement of clients who fail to appear at the annual benefits re-determination interview. ▪ Explore cost-effectiveness of creating a Sanction Unit to identify measures to prevent and cure sanctions for hard-to-serve clients. <p>It is anticipated that the above mentioned strategies will have a positive impact on 3-5% of our CalWORKs_families.</p>
F. Other Activities to Increase the WPR	<p><u>Existing Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Offer tattoo removal services to improve client's employability. ▪ Provide clients assistance in clearing non-violent felonies and/or misdemeanors committed in Santa Clara County from their criminal records to improve employability. (Expungement) ▪ Recognize the achievements of employers, community partners, and clients, at an annual Board of Supervisors ceremony to inspire the community at large. (Annual CalWORKs Achievement Awards) <p><u>Revised Policy/Strategy</u></p> <ul style="list-style-type: none"> ▪ Expand incentives program at various intervals throughout client flow to reward performance and completion of activities and increase client participation. ▪ Update the reference materials used by frontline staff to better respond to the needs of clients. ▪ Develop cheat sheet to assist staff and clients in completing the WTW2 form to ensure correct entry of core/non-core activity hours. ▪ Review, revise, and explore the development of new management reports and ad hoc reports to enhance monitoring of all performance measures and business processes.
F. Other Activities to Increase the WPR	

* **Existing** = prior to October 1, 2006 **Revised** = changes made after October 1, 2006 **New** = implemented after January 1, 2007

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<i>Area</i>	<i>Description of Efforts</i>
(cont'd)	<ul style="list-style-type: none"> ■ Develop guidelines to assist staff in tracking 12-month vocational training time clock. ■ Integrate review of WPR and Pay for Performance reports into regularly scheduled unit, supervisor, and bureau meetings. <p><u>New Policy/Strategy</u></p> <ul style="list-style-type: none"> ■ Explore the utilization of alternative payment providers in child-only CalWORKs cases (i.e. timed-out clients) to motivate engagement by offering Stage I and II Childcare and other referral services as needed. ■ Emphasize program and cross-over issues that impact Benefits and Employment Services in new-staff induction training to improve service delivery. <p><u>New Policy/Strategy (cont'd)</u></p> <ul style="list-style-type: none"> ■ Provide training to all existing Benefits and Employment Services staff on new DRA requirements to improve communication and coordination of service delivery between program components. ■ Design internal appointment scheduling process to reduce scheduling wait time and improve customer satisfaction. ■ Integrate review of WPR and Pay for Performance reports into monthly meetings of the CalWORKs Transition Team (CTT), comprised of representatives from all CalWORKs offices, to ensure satisfactory CalWORKs program performance. ■ Launch standing WPR Steering Committee comprised of Benefits and Employment Services managers and supervisors to promote collaboration and increase CalWORKs program performance. <p>It is anticipated that the above mentioned strategies will have a positive impact on 3-5% of our CalWORKs families.</p>

G. Collaboration

Since the inception of welfare reform, Santa Clara County has focused on building an inclusive process that involves the community in a comprehensive manner, in order to design a successful program and strengthen parents' access to needed resources. It is our belief that this inclusiveness is the cornerstone of our CalWORKs program's success.

The CalWORKs Advisory Committee is comprised of a diverse number of organizations (see attachment) that began meeting monthly since 1997, and serves as a sounding board for CalWORKs Administrators. The CalWORKs Advisory Committee provides all interested community stakeholders the opportunity to:

- Participate in CalWORKs planning and program development processes,
- Be effective advocates for "needy families" in Santa Clara county,
- Be emissaries, keeping their respective clients informed of current trends and services.

Valuable information is shared at these meetings through individual presentations on requested topics and updates on various facets of CalWORKs. The committee often breaks into small groups (Hot Topics) to discuss possible advocacy issues and address other concerns. This meeting garners an average of 45–60 people at each session. Meeting agendas and minutes are sent out to the entire mailing list of approximately six hundred members.

CalWORKs also sponsors or participates in other collaboratives designed to keep on the pulse of the community, to learn about emerging trends and to respond to questions or concerns. The grid that follows describes these relationships in detail. (A comprehensive list of individual agency partners is attached).

Santa Clara County Social Services Agency
CalWORKs Collaborations

Collaborative/Agency Name	Description of Efforts	Meeting Frequency
Community College Consortium*	CalWORKs funds each of the community college districts to provide liaisons on each campus. CalWORKs staff and liaisons meet regularly to discuss trends and issues.	Monthly
Adult Education Coalition*	Comprised of all adult education districts and regional occupational training programs, this group meets regularly with CalWORKs staff to review overall strategies and individual needs at each campus.	Monthly
Child Care Transfer Meeting* Local Planning Council (LPC)	CalWORKs staff and three local Alternative Payment Providers meet every two weeks to transfer child care cases, discuss changes or problems. Each of these organizations is also on the local Planning Council, providing the community with information about CalWORKs and scrutinizing new legislation and providing advocacy as needed.	Bi-weekly Monthly
Refugee & Immigrant Forum	The Forum's mission is to address the needs of the county's refugees/asylees for assistance with resettlement, education, and employment. The group also serves as the advisory body for Refugee Programs within CalWORKs and other federal programs.	Monthly
Community-Based Organizations (Goodwill, Center for Employment Training) *	Social Services Agency has developed Memoranda of Understanding (MOUs) with several local non-profit training programs to expand employment and training opportunities for CalWORKs clients. These organizations receive training on CalWORKs and resources as well as on-going technical assistance. CalWORKs Employment Services refers clients to these organizations and provides them with supportive services throughout training. Performance and client progress is reviewed on a regular basis.	Monthly or as needed
Native TANF*	The Washoe Tribe of Nevada and California (NTP) meets with CalWORKs Employment Services and Benefits staff to share information and assure a smooth transfer of clients.	Quarterly
Safety Net Committee*	Safety Net provides interested organizations and individuals the chance to discuss emerging emergency trends in Santa Clara County, to develop strategies to improve the lives of our neediest residents. Membership includes, but is not limited to, Second Harvest Food Bank, the county's nine Emergency Assistance Programs, California Food Policy Advocates, and local food bank distribution agencies.	Monthly
Joint Lifeline Transportation Committee	The County's Social Services Agency and Valley Transportation Authority formed the Lifeline Transportation Program, a collection of various transit programs, to assist and develop solutions for needy families and CalWORKs clients with serious	Quarterly

* Led by CalWORKs program staff

Santa Clara County Social Services Agency
CalWORKs Collaborations

Collaborative/Agency Name	Description of Efforts	Meeting Frequency
	transportation challenges.	
Santa Clara Health & Hospital System*	Social Services Agency and the Health & Hospital System collaborate on a variety of projects to remove barriers to employment for CalWORKs families. HHS works cooperatively with SSA to offer a tattoo removal program at the hospital and second health opinions at a neighborhood clinic for clients requesting exemptions or who may be SSI-eligible.	Monthly or as needed
Internal Revenue Service (Earned Income Tax Credit)	Social Service Agency works cooperatively with the IRS and its volunteer bureau each year to assist both CalWORKs and needy families with tax preparation and to advise them of the various tax credits available.	January through April
CalWORKs 101*	CalWORKs staff present a 3–4 hour training on a regular basis to inform interested members of the community about the CalWORKs program, its eligibility guidelines and services.	Bi-monthly or as needed
Next Door Solutions to Domestic Violence*	A non-profit organization that offers both counseling and housing for victims of domestic violence, Next Door has a staff member co-located part-time at a CalWORKs office as well as at their facilities. This co-location has improved communication and provided valuable services to clients.	Monthly or as needed
Office of Public Defender*	The CalWORKs program and the Office of the Public Defender have developed an expungement program to assist CalWORKs clients in removing or reducing prior criminal convictions.	Monthly or as needed
City of San Jose (Work ² Future)	Social Services Agency has cooperative arrangements with Work ² Future, the local Workforce Investment Board. CalWORKs Employment Services is active on the Work ² Future Board, sharing pertinent information at these meetings. Work ² Future provides funding for On-the-Job Training for CalWORKs clients and CalWORKs staff refer timed-out and needy families to the One-Stop Career Center system in the county.	Bi-monthly
City of Sunnyvale (NOVA Connect!)	Social Services Agency has both financial and non-financial agreements with the north county Workforce Investment Board, NOVA Connect! NOVA is a member of the CalWORKs Advisory Committee and CalWORKs staff utilize space and share resources at the NOVA office.	As needed
Community Health Alliance Team	The Community Health Alliance is a collaborative that monitors and serves the behavioral health needs of our CalWORKs clients. This collaborative consists of representatives from the Social Services Agency and Health and Hospital System's	Monthly

* Led by CalWORKs program staff

Santa Clara County Social Services Agency
CalWORKs Collaborations

Collaborative/Agency Name	Description of Efforts	Meeting Frequency
CHAT (<i>cont'd</i>)	Department of Alcohol and Drug Services and Mental Health Department, as well as a handful of non-profit contractors. The collaborative monitors Health Alliance contracts and ensures that CalWORKs clients are offered quality services.	

* *Led by CalWORKs program staff*

III. Plan to Measure Quarterly Progress

H. Once the impact of the Deficit Reduction Act's new WPR formula has been determined, the County will be better able to identify its WPR improvement goal. As noted earlier, the County anticipates a downward adjustment to its current WPR under the new DRA formula calculation. At this time, however, the County has set a goal of 2–5% improvement over the next three years. Implementation of the strategies outlined in this Addendum will be contingent on CalWORKs funding levels remaining at a minimum the same.

Santa Clara County will ascertain the extent to which its cumulative policies and strategies improve its WPR on an ongoing basis. The County will measure progress by reviewing its performance not only quarterly, but also monthly, in the following standing meetings:

- ◆ Benefits and Employment Services Operations
- ◆ CalWORKs Advisory Committee
- ◆ CalWORKs Transition Team
- ◆ Joint supervisor meetings
- ◆ Deficit Reduction Act Steering Committee
- ◆ Department Information Systems Committee
- ◆ Adult Education Coalition
- ◆ Community College Consortium

This approach to performance evaluation enables CalWORKs administrators to respond in a timely manner to the needs of the program. Regular and frequently scheduled meetings allow staff to review progress, revise policies, and devise new strategies as necessary to ensure that clients receive quality service and make progress towards achieving self-sufficiency.

4) Funding

Describe how the county has spent and plans to utilize single allocation and other funding for the county's CalWORKs program. This section will help explain to county and State stakeholders how increased funding will be used.

Program Component	Fiscal Year 2005-06 Actual Expenditures	Fiscal Year 2006-07 Budgeted Amount	Description of how additional funding provided in Fiscal Year 2006-07 will be used
CalWORKs Eligibility Administration	26,771,548	27,617,635	To pay for staff costs associated with new labor contract.
WTW Employment Services	31,373,391	33,772,116	To add staff to serve new target populations and to increase contracts to provide additional services.
CalWORKs Child Care	14,909,668	15,413,560	To meet increase in child care needs.
Cal-Learn	867,661	770,851	Maintain level of service
CalWORKs Funded Mental Health Services	1,432,447	1,406,602	Maintain level of service
CalWORKs Funded Substance Abuse Services	1,690,705	1,560,425	Maintain level of service
Other			
Other			